

A1C Jason McJimsey, flightline technician, works at a maintenance station onboard a Rivet Joint RC-135 at the 97th Intelligence Squadron at Offutt AFB, Neb. See story on the 97th's future on page 18.

Maj. Gen. Bruce Wright
AIA commander

Dominick Cardonita
Acting director, Public Affairs

TSgt. Marilyn C. Holliday
Editor

Special recognition goes to AIA unit public affairs representatives who submitted articles and salute inputs for this issue of Spokesman.

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26th IG

TSgt. Camron Cochran
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453rd EWS

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Capt. Ann Schneider
426th IOS

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97th IS

Spokesman

AIR INTELLIGENCE AGENCY



Vol. 41, No. 4

April 2001

around the command

4-19

Mighty Eighth returns to England
381st IS member attends order of the sword
Career Night prepares students for future jobs
426th IOS chaplain keeping troops spiritually fit
67th IOW earns outstanding unit award
Senior master sergeant wins leadership award
Cancer survivor returns to work
426th IOS warrior spirit abundant during dining in
97th IS welcomes Wilkinson
AIA people STEP up to new rank
390th observes realignment with retreat ceremony
AFTAC welcomes new commander
Fort Meade NCO first to reenlist
NAIC mission: 10 years after Cold War
381st IS gets creative during CFC
Year's first Blue Flag hosted by Mighty Eighth
97th IS helps family in need
97th IS to nearly double by 2005
AIA co-authors accept Premio Alas De Las Americas Award

AIA heritage

19-21

President Wilson puts together secret agency for peace
salutes

22-23

medals, awards, arrivals, retirements

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Director of staff retires from AF

Asks all to join club of dreamers, thinkers

*By Col. Gary Selin
AIA/DS
Kelly AFB, Texas*

I've faced many challenges during my career, but none harder than standing in front of my fellow airmen and accepting the United States Flag when I retired from the Air Force March 29. Saying it was an emotional experience would be a huge understatement.

You might ask, "What's so difficult about that?" Let me try to explain what it meant to receive that flag, which was passed from an airman basic to individuals representing every rank I've held, and then presented to me. To me personally, it signified the end of almost 36 years serving our Air Force. But most importantly, those people who passed the flag represented the professional airmen I've had the honor of serving with throughout my career.

I graduated from high school in 1965 and immediately enlisted in the Air Force. At that time, our nuclear forces were on constant alert while we stood face-to-face with the Soviet Bear in Europe, kept watch on the DMZ in Korea, and were fighting in Southeast Asia.

Like most joining the military, I really had no idea that I was about to embark on an incredible journey—one that would last three and a half decades—take me all over the world and give me the opportunity to play a role in changing our Air Force.

The world and the Air Force has changed dramatically in the more than 10 years since the falling of the Berlin Wall. Our Air Force is smaller, deploys more, and makes higher demands of its airmen. And, unlike the Cold War, it faces a dynamic, ever



THEN: AB Gary Selin in 1965



NOW: Col. Gary Selin today

Col. Gary Selin, entered the Air Force June 7, 1965. His retirement ceremony was held at AIA March 29.

changing threat. I firmly believe the reason the Air Force has been so successful at meeting these challenges over the years has been the high quality of its enlisted, officer and civilian teammates. I know because I've spent the last 35 years, 11 months, 24 days working with them.

These professionals helped our Air Force and the nation make the transition from the Cold War to today.

Over the next several years the Air Force and AIA will continue to undergo significant changes. The recent integration with 8th Air Force and Air Combat Command is just the beginning. There is still a lot of work required to achieve the Air Force vision on information operations including creating an information operations numbered Air Force. The upcoming changes are nearly unprecedented in our Air Force and I'm confident these changes will be successful because of the great people involved.

I believe information operations will change warfare forever. In fact, I think the juncture we're at today has a lot of similarity to where we were

almost a century ago.

Although they had no way to anticipate it back in 1903, what Wilbur and Orville Wright—a couple of bicycle mechanics—gave us was nothing less than the keys to our future. These were the keys that opened the door for a generation of dreamers and thinkers.

I ask you to join that club of dreamers and thinkers. Help ensure the men and women of our Air Force are prepared for the future. Make sure they understand the importance of information operations to the Air Force and the nation.

It's our duty to ensure we're doing all we can do to nurture and grow the next generation of airmen. That's how we've evolved to where we are today and, most importantly, that's how we pass on the keys to the future.

As I close the book on my military career, I want you to know that it has truly been an honor and a privilege to have served with all of you.

And just in case you're wondering—yes I'd do it all again if given the opportunity.



‘Mighty Eighth’ returns to England

*By TSgt. Dennis Brewer
100th Public Affairs
RAF Mildenhall, England*

The 488th Intelligence Squadron at RAF Mildenhall, England, officially became part of Air Combat Command's 8th Air Force Feb. 1 in a formal command-realignment ceremony at the Imperial War Museum in

Duxford, outside of Cambridge, England.

The realignment marks the return of 8th Air Force to the United Kingdom. The command traces its lineage to the U.S. Army Air Force and World War II, when the “Mighty Eighth” was famed for its bombing missions over Nazi-occupied Europe.

Under the leadership of com-

manders including Generals Ira Eaker and Jimmy Doolittle, 8th Air Force boasted a peak strength of more than 3,000 aircraft and 200,000 people who fought and flew against the Axis powers. Thirty-thousand U.S. airmen gave their lives while flying from British bases, including Duxford, during World War II.

Units from 8th Air Force wouldn't see combat in Europe again until Operation Allied Force, more than 50 years later, when B-52 Stratofortresses, B-1B Lancers and B-2 Spirits flew from RAF Fairford, England, and Whiteman Air Force Base, Missouri, in support of NATO operations against the Federal Republic of Yugoslavia.

The 488th Intelligence Squadron is part of the 67th Information Operations Wing, headquartered at Kelly Air Force Base, Texas, which falls under 8th Air Force with the realignment of the Air Intelligence Agency under Air Combat Command.

The ceremony took place inside the Imperial War Museum's American Air Museum, which tells the story of American air power and its effect on 20th Century history.



photos by SrA. Rasheen Douglas
ABOVE: Col. Ronald Haygood, 26th Information Operations Group commander, replaces the Air Intelligence Agency patch with an Air Combat Command Eighth Air Force patch on the shoulder of Kristine Raupp, 488th Intelligence Squadron linguist, as CMSgt. Alan Dowling, 26th IOG command chief, looks on during the formal ceremony held at the Duxford Imperial War Museum, United Kingdom, to mark AIA's realignment under ACC. AT RIGHT: Col. Ronald Haygood, 26th IOG commander, addresses the audience during the formal ceremony held at Duxford's Imperial War Museum.



381st IS member attends order of the sword



Sr. A. Thomas Garcia from the 381st IS shakes hands with the Honorable F. Whitten Peters, former Secretary of the United States Air Force, during the presentation of the 7th Air Force Order of the Sword.

By Sr. A. Thomas Garcia
381st IS
Elmendorf AFB, Alaska

I was fortunate to witness an extraordinary military event. CMSAF James Finch presented the 7th Air Force Order of the Sword to the Honorable F. Whitten Peters, former Secretary of the United States Air Force Dec. 16.

This prestigious award is the highest award that the enlisted force can bestow on an individual who has demonstrated great dedication and contributions to the enlisted force.

The secretary was cited for his role in the Air Force's transition to an expeditionary aerospace force, his strong advocacy for increased pay and quality of life initiatives, and for a "proud and enduring identity."

As SECAF, he ensures the Air Force can meet its current and future missions, overseeing 700,000 Air Force men and women and an annual budget of \$71 billion.

Secretary Peters has been a key Air Force leader since being named undersecretary in 1997. Only a portion of his accomplishments and contributions to the Air Force Enlisted force could be mentioned at the ceremony, as the list was extensive. As Secretary of the Air Force, he accomplished a lifetime of achievements.

As the ceremony unrolled before me, I was amazed at the depth of the enlisted heritage displayed. It all began when CMSAF Jim Finch, serving as the sergeant major, called the order of the sword ceremony to order. He

was presented two swords of honor and several citations from honored guests that included former CMSAF (ret.) Eric Benken, and other enlisted leaders.

As the ceremony concluded, Secretary Peters came to the podium to speak. He quoted Mark Twain.

"If you see a turtle sitting on top of a high fence post, there is one thing you can be sure of, he didn't get there on his own." What's true of turtles is equally true of secretaries of the Air Force," he said. "I know I didn't get to the top of this fence post by myself. To everyone with whom I have shared the past three years, let me say I wish I could find an adequate way to express my admiration and gratitude for what you have done with me and for me."

These words hit home with me. A leader is nothing without the support and hard work of his subordinates. We are all an integral part of a large team, and without one, the other cannot survive.

On a more personal note, this rare

Senior airman gains first-hand appreciation for SECAF accomplishments

opportunity to personally witness the order of the sword could very well have been my last. I will enter ROTC at the University of Alaska in August to earn a commission, which will exclude me from attending any future order of the sword ceremonies, unless personally invited by the honoree.

Upon realizing this, I was saddened—but at the same time, grateful that I was able to witness and share the experience with other fellow enlisted members. I encourage other enlisted personnel to take great pride in the heritage that is the foundation of our great Air Force.

Editor's note: This article was written and provided to AIA/PA Jan. 31. Even though SECAF Peters is no longer the Secretary of the Air Force, we felt that the article was still very important and deserved to be featured prominently in the Spokesman. The Spokesman is an internal tool meant to focus on the people of AIA and their great works both on- and off-the-job.



Career Night prepares students for future jobs

By TSgt. Marilyn C. Holliday
HQ AIA/PA
Kelly AFB, Texas

The Air Force Element at the Defense Language Institute Foreign Language Center at Presidio of Monterey, Calif., conducts a quarterly career night for airmen from the 311th Training Squadron. Each career night is language specific and is hosted by the Air Force military language instructors for the language or languages that are being highlighted that particular quarter. Languages covered at the school and during career nights are Arabic, Hebrew, Russian, Persian, Korean, Spanish, Chinese, and Vietnamese. Even though a specific language is featured for career night, all language students are invited to attend.

The formal portion of career night includes a guest speaker, introductions and a room filled with various patches, uniforms and displays of crypto-linguist exploits. The

informal portion of the evening involves a chance for students to mingle and ask participants any questions.

Questions range from, "How much of the language will I use on the job?" to "Where can I get stationed?" to "How is the housing at Fort Meade?"

"The main intent of career night is to give students a better insight into what they might be doing in the field while getting them excited about their jobs," SSgt. Jon Bernacki, an Arabic language instructor, said. "Language courses at DLIFLC range from six to 18 months and it's easy for students to lose sight of why they are actually learning a language."

DLIFLC is the first step in language training for linguists after basic training. Once an airman has graduated from DLIFLC, he will head to technical training school at Goodfellow AFB, Texas, and then on to his first duty station.

With a faculty of about 750, most

of them civilians and native speakers of the language they instruct, the DLIFLC offers courses in two dozen languages plus dialects. Basic course lengths are from 25 to 63 weeks, depending upon the difficulty of the language taught. About 80 of the faculty members are military language instructors, 28 of these members are from the Air Force. While a basic Romance language program lasts 25 weeks, language instruction in Chinese, Japanese, Korean or Arabic lasts more than a year. The DLIFLC offers intermediate, advanced, specialized and refresher language instruction. The programs include instruction in the history, culture and current events of the nations in which the languages are spoken. Enrollment is about 2,500, nearly all of it from the four military branches, about 650 are Air Force students.

"Career nights have certainly been successful so far," CMSgt. Donald Hatcher, AIA's command chief master sergeant and former superintendent at the AFELM at DLIFLC, said. "Any first-hand knowledge that we, as people who have been in the field, can give to these future linguists is always appreciated. It's a chance for AIA's people to take care of our own by shedding some light on what lies ahead for them in their careers."

During a recent career night, three speakers from San Antonio were in attendance. Retired CMSgt Ken Maynard, former AIA senior enlisted advisor; CMSgt. Kenny O'Neil from the 67th Information Operations Wing Directorate of Operations; and MSgt. Stan Fuller, HQ AIA command briefer; spoke to the group and answered questions.

Anyone interested in speaking to the students should call CMSgt Gary Smith at DSN 878-5496.

A student at the Defense Language Institute at Presidio of Monterey, Calif., takes a closer look at the exhibits during Career Night at DLL.



426th IOS chaplain keeping troops spiritually fit

By MSgt. Alan Ramsey &
Capt. Ann Schneider
426th IOS
Vogelweh, Germany

Expeditionary airmen must be fit – physically, morally, and spiritually. While there are a host of Air Force programs to help airmen meet the first two goals, the warriors of the 426th Information Operations Squadron have a secret weapon keeping spiritually fit – Chaplain (Capt.) Mark Crumpton.

Though a relative newcomer to the Kaiserslautern military community, Crumpton quickly became a full-fledged member of the 426th IOS family. He attends the monthly squadron runs, physical training sessions as well as all formal squadron events.

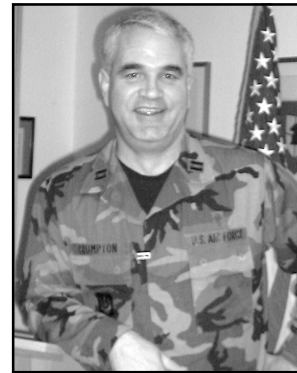
“While the formal chaplain

programs are important, pastoring means getting in touch with the daily lives of airmen...breaking bread together, playing, and working together,” he said.

One popular activity for squadron members is the weekly morning coffee sessions held at the squadron. Unit members meet with Crumpton and discuss topics ranging from upcoming religious activities to the changing role of the U.S. military in the 21st Century.

“I depend on our Tuesday morning breaks with Chaplain Crumpton,” Capt. Dan Meyer from the squadron said. “He has a wonderfully calming influence just as the week is really getting hectic – he helps me keep things in perspective.”

“He has developed a direct connection with our unit,” Lt. Col. Fred Gortler, 426th IOS commander, said. “He’s involved in everything



Chaplain (Capt.)
Mark Crumpton

that’s happening in the squadron—so our airmen know and trust him. He’s a model chaplain—the 426th is blessed to have him.”

Besides working with the 426th IOS, Crumpton works with all the intelligence organizations in the KMC. As the pastor to the singles and the Sunday morning alive congregation, Crumpton’s ministry plate is pretty full. “I can’t think of anything that I would rather be doing for the Lord than serving him right where I am,” Crumpton said.

67th IOW earns outstanding unit award

The 67th Information Operations Wing has earned the Air Force Outstanding Unit Award.

The wing, which is the Air Force’s only information operations wing, won the award for service it provided at its CONUS and overseas locations from Oct. 1, 1999 to Sept. 30, 2000.

“Once again, the men and women of the 67th IOW have proven they are unequalled in professional-

ism and aggressive dedication to duty,” said Col. James Massaro, 67th IOW commander. “From our initial stand-up as an observation group in 1941 to an information operations wing in 2001, the 67th has always been out front. Our people are the best and brightest the Air Force has to offer as evidenced by the AFOUA.”

The unit is comprised of five worldwide information operations groups at more than 57 locations.

More than 5,600 personnel are assigned to the wing, the field execution arm of the Air Force’s Air Intelligence Agency.

The Air Force Outstanding Unit Award is awarded annually by the Secretary of the Air Force to units that have distinguished themselves by exceptionally meritorious service or outstanding achievement that clearly sets them above and apart from similar units.



Senior master sergeant wins leadership award

By TSgt. Marilyn C. Holliday
HQ AIA/PA
Kelly AFB, Texas

In ceremonies April 2 at the Pentagon, SMSgt. Lee Gorrell, Operations superintendent of the 301st Intelligence Squadron, Misawa AB, Japan, was presented with the highly prestigious United States Air Force Lance P. Sijan Leadership award by Air Force Chief of Staff General Michael Ryan.

The Sijan award is named in honor of Capt. Lance P. Sijan, the first Air Force Academy graduate to receive the Medal of Honor, the nation's highest decoration for heroism above and beyond the call of duty. The Sijan award exemplifies leadership of the highest order or magnitude and is awarded annually to a single senior or junior officer and senior or junior enlisted airman.

Gorrell leads the operational activities of 400 United States Air Force, Navy, Marine Corps, Army and civilian personnel at one of AIA's largest field sites. He is responsible for the management and efficient operations of more than \$900 million of critical mission equipment. Additionally, he drives policy formulation, implementation, and dissemination of tailored, technical, actionable information products to the warfighter. Among his many accomplishments, Gorrell developed several plans to posture the 301st to meet and exceed the demand for information warfighters require for force protection. His plans, which were immediately approved by national headquarters, included development of key information and nodes that afforded U.S. and allied war fighters in PACAF with unprecedented force protection data.

Lt. Col. Gregory J. Burns, 301st IS commander, referred to Sergeant Gorrell as a "caring, troops-first man who

possesses a unique technical mastery of the digital information sphere and an uncanny ability to deliver it to warfighters in the Pacific."

Gorrell designed a new \$250,000 research and development facility called a "showcase of accomplishment" by warfighting CINC's that "delivers a decisive information punch warfighters require."

Burns commented further, lauding Gorrell as a "brilliant visionary who co-blueprinted an audacious site modernization plan that national headquarters senior civilian executives used to lobby Congress for an emergency \$9 million fund to replace and modernize vital equipment." The funding which was approved, ensures the 301st is well-armed to meet the most stringent and complex information requirements until 2010 and beyond.

Gorrell credits his success to "working for and with great people." Gorrell also credits his family saying, "Without my wife, Wendy, kids Brittany and Grant, this achievement would not have been possible ... they garner my highest praise."

Gorrell was the 692nd Information Operations Group choice for the 1999 Maj. Gen. Jack E. Thomas Intelligence Award. As President of the 301st Senior NCO Council, he leads a team of 60 senior NCOs charged to enhance esprit-de-corps and morale for more than 500 assigned enlisted members.



SMSgt. Lee Gorrell
301st IS operations superintendent

Sijan award dates back to 1980

On his 52nd mission, 25-year-old 1st Lt. Sijan ejected from his F-4C Phantom after it was hit Dec. 9, 1967, over North Vietnam. He was unconscious for nearly three days after the crash. A search and rescue crew, Jolly Green 15, radioed to Sijan that they were sending down someone to assist him, but Sijan refused to put another

person in danger. He asked that a penetrator be lowered instead. However, he couldn't grab the dropped steel cable, and after 33 minutes the rescue team faced enemy fire and had to leave.

Sijan eventually became a prisoner of war. Despite his injuries, Sijan overtook a prison guard and escaped, but was recaptured. Sijan's physical condition

gradually deteriorated to such a degree a fellow POW didn't even recognize him.

Sijan was promoted posthumously to captain June 13, 1968. He was awarded posthumously the medal of honor March 4, 1976. President Gerald Ford made the presentation to Sijan's parents.

The first Lance P. Sijan Award was presented in 1980.

Cancer survivor returns to work

AIA staff sergeant leaves Brooke Army Medical Center and heads to Fort Meade

*By TSgt. Marilyn C. Holliday
HQ AIA/PA
Kelly AFB, Texas*

"As much as I like this medical center and the people who took care of me, I'll be glad to see the hospital in my rearview mirror."

These are words spoken by SSgt. James Grigalunas, extragonadal germ cell cancer survivor, a couple days before he heads for his assignment at Fort Meade, Md.

He was transferred to Brooke Army Medical Center in San Antonio, Texas, after four cycles of chemotherapy at Tripler Army Medical Center in Hawaii. He arrived at BAMC in September 1999 and was cleared to leave for his next duty assignment Jan. 13, 2001.

"The year 2000 was very turbulent for me," Grigalunas said. "I would gladly welcome a little boredom into my life right now."

During his time at BAMC, Grigalunas went through intense chemotherapy, three stem cell transplants, three major surgeries, and radiation. Once he's settled in Maryland, he'll have followup appointments quarterly at Walter Reed Army Medical Center for the next two years.

"I've learned a great deal these last two years," he said. "At 28 years old, I feel that I have been offered a rare opportunity to look back on my



photo by MSgt. Rick Corral

SSgt. James Grigalunas, extragonadal germ cell cancer survivor, returned to work at the 29th IS after about two years as a patient at the Brooke Army Medical Center in San Antonio.

life and make some important changes. I now realize how blessed I have been all along and how I took everything for granted. When all of the oncology statistics on this type of cancer indicate that less than 10% of people live beyond 10 months, it really makes me wonder why I should be so fortunate. I may never know the answer to this question but hopefully I can use this experience for good. I will definitely volunteer much of my time in the future."

He started his volunteering while living at the BAMC Fisher House. He sanded, refinished and stained two gazebos, a deck, and a picnic table.

"I never knew about Fisher Houses or the importance they serve military members and their families until I started treatments. They are truly a wonderful gift to the armed forces," he said.

Grigalunas was able to live at the Fisher House during the entire course of treatment at BAMC.

He was still a member of the Air Force, but had only spent about eight

weeks on station at Det. 2, 18th IS, Osan AB, Korea, before becoming a patient for about two years.

But that didn't stop members of the 18th IS from rallying around Grigalunas to make his hospital stay a bit easier. MSgt. Kevin Baity, 18th IS first sergeant, was a regular visitor and was there during Grigalunas' final week in San Antonio.

"Even though he's technically not assigned to AIA while he's undergoing treatment," MSgt. Kevin Baity said. "I still thought it was important to provide support to James. Our squadron is fairly close even though we're spread out all over the world."

In addition to regular care packages, members also took care of pay, household goods and even concerns about TDY orders.

Grigalunas is currently working at the 29th IS at Fort Meade. He plans to eventually be qualified for worldwide assignments and hopes to visit Osan, since he never even got a chance to unpack there.



426th IOS warrior spirit abundant during combat dining in

By 1st Lt. Jennifer A. Berenger
426th IOS
Vogelweh, Germany

The young warrior's heart raced as he carefully applied the camouflage paint to his face in a strategic pattern. He did not fully understand what the next three hours of battle would mean to him or how it could potentially change his life.

The "salty dogs" in the squadron had shared their experiences with the young warrior, but even they had only a vague idea about what would transpire. His day-time hours were filled with training, but that would not help him tonight. As he slowly approached the battle-zone, the chill of the November air brought him to the realization that his Kevlar helmet and his weapon could not protect him from getting hit himself. The battlezone was lined with camouflage netting and a row of tables sandwiched the "grogstacle course" that almost no one would be exempt from entering that evening. Welcome to Combat Dining In 2000!

The 426th Information Operations Squadron Combat Dining In culminated a day of activities as part of the Warrior Spirit Day. The day began with AFMAN 10-100 training, including three types of training and three leadership reaction tests. Tent-building, sandbagging and entry control points, and ground and air tactics were all on the agenda as team members worked together to learn first-hand some of the principles

outlined in AFMAN 10-100.

The squadron was further challenged by the three leadership reaction courses. "Beam me up Scotty" defied the groups to fit seven people into a circle big enough for only two people forcing them to use non-linear thinking to find the solution. "Fifty Questions Every Airman Should Know" tested not only everyone's knowledge, but also their ability to rationalize answers as a team. Finally, physical fitness was tested with a relay race consisting of 30 push-ups, 30 sit-ups, self aid and buddy care skills (a four-man carry) and warrior sprints. Wet grass and mud caused several people to fall and get dirty, but the consensus was that the events created a unique classroom.

The combat dining in, the first ever for the 426th IOS, followed that night at a supply warehouse on Ramstein AB. The relatively new combat dining in experience puts a spin on the old military dining in tradition attributed to Gen. Hap Arnold.

A combat dining in is governed by the same rules of the mess and has the mandated grog, but attendees wear BDUs and are often armed with water guns (and at this unit, the German bread rolls, Bbroetchen.) The 426th IOS Combat Dining In was no exception.

The evening's events began with Lt. Col. Fred Gortler,

426th IOS commander, calling the mess to order and ordering the posting of the colors. The audience was then entertained with a slide show complete with 426th IOS family pictures and music. After the traditional missing man POW table ceremony and toasts, the grog bowl was filled and open to the mess.

The energy level in the room increased exponentially with every person sent to the grog bowl. Violators of the mess were required to successfully navigate an obstacle course, the grogstacle course,



A1C Kristy Thereault, TSgt. Ed Sutton, MSgt. Rob Chapman, SSgt. Dion Peoples and SSgt. Matt Lee participate in the tent building portion of Warrior Spirit Day at the 426th IOS.

which was not complete without flour on the low crawl and a complete dousing with water from squadron mates' water guns and water balloons. If the violator survived the grogstacle course, they had to withstand the horrors of the grog.

Following proper grog procedures, including saluting the president and toasting the mess, violators were required to fill their cups from the toilet bowl grog, consume the hearty portions, and turn the empty cup over their heads. Amidst the groves of

426ers sent to the grog (the largest group resulting from a mass coin check), many participants found time to sit and enjoy a few bites of their meals-ready-to-eat.

After about 45 minutes of food and entertainment, the grog was ceremoniously closed, and the evening was continued with remarks from the guest speaker, Maj. Sonny Blinkinsop. Blinkinsop, an F-16 pilot and silver star recipient from Spangdahlem AB, Germany, spoke to the squadron about warrior spirit and esprit de corps.

Warrior spirit and esprit de corps were two terms that summed up the emotions created by the day's events. From tent building and sandbagging in the morning to a trip to the grog under hostile fire that evening, the day brought the squadron together to share and strengthen each person's dedication to the nation, United States Air Force, and each other.

AIA people STEP up

Several members of AIA, AIA units and AIA-supported units were pleasantly surprised either at the end of 2000 or early 2001 when additional stripes were added to their uniform.

Selectees for the Stripes for Exceptional Performers program and their new ranks are: TSgt. David Anthony, 690th CSS; TSgt. Norma Benton, 566th IOS; TSgt. Paul Brown, 301st IS; TSgt. Enrique Cerda, 546th TS; MSgt. Stephen Day, 94th IS; TSgt. Christopher Duke, 390th IS; MSgt. Ronald Gorrell, OL-A 70th IW; MSgt. James Hawthorne, 31st IS; MSgt. David Money, AFTAC; MSgt. Arlene Poss, 566th IOS; TSgt. Lillian Reed, HQ AIA/FM; MSgt. Carlton Rivers, 303rd IS; TSgt. Douglas Rough, NAIC; TSgt. Gary Satterwhite, 390th IS; TSgt. Brenda Thompson, 694th MSS; and MSgt. Calvin Williams, 18th IS.

Under Stripes for Exceptional Performers, major commanders, commanders of field operating agencies or direct reporting units, and senior Air Force officers with large enlisted populations may select a limited number of airmen with exceptional potential for promotion to the grades of staff sergeant through master sergeant. The program accommodates unique circumstances, which in the commander's judgment, clearly warrant promotion. Its primary intent is to provide a means to promote airmen for compelling, although perhaps non-quantifiable, reasons.

97th welcomes Wilkinson

The 97th Intelligence Squadron welcomed Brig. Gen. John Wilkinson, mobilization assistant to the director of Intelligence, Surveillance, and Reconnaissance, Headquarters U.S. Air Force. The general attended Offutt AFB's Quarterly Training Assembly Dec. 14 - 16.

Wilkinson flew onboard the RC-135 Rivet Joint. Many of the positions onboard the Rivet Joint were filled by individual mobilization augmentees, an example of how the

Reserves are integrated into the active duty force.

Accompanying Wilkinson was Col. David Senty, mobilization assistant to the Air Intelligence Agency commander.

The 97th IS has 56 assigned Reservists, 48 of these Reservists are aircrew members who fly onboard the Rivet Joint, Cobra Ball, Combat Sent, Senior Scout and AWACS. The 97th IS is the only organization in the Air Force with enlisted aircrew IMAs.



Brig. Gen. John Wilkinson presents a coin to SSgt. Aaron Harris during a recent visit to the 97th IS at Offutt AFB, Neb.





SMSgt. Ray Farrell leads his flight during the retreat ceremony at the 390th Intelligence Squadron at Kadena AB, Japan.

390th observes realignment with retreat ceremony

*By SrA. Chamica Bernard & A1C Curtis Towne
390 IS/PA
Kadena AB, Japan*

"Today marks not just the transition of the Air Intelligence Agency to Air Combat Command, it also marks the end of an era."

This is how Lt. Col. George Eichelberger, 390th Intelligence Squadron commander, began the Jan. 31 retreat ceremony, observing AIA's realignment with ACC.

"Air Force Intelligence has a proud legacy of over 50 years of keeping track of America's adversaries," he said.

The 390th IS traces its own heritage back to July 1967, when the 6990th Security Squadron was activated during the

Vietnam War. Members of the original 6990th SS flew COMBAT APPLE missions aboard the RC-135 RIVET JOINT in support of that conflict.

With the Feb. 1 merger, AIA merged into the ACC's 8th Air Force. Maj. Gen. Bruce Wright, AIA commander took on the additional role of deputy commander for information operations for the 8th Air Force. Wright retains his responsibilities to the U.S. intelligence community as the Air Force Service Cryptologic Element commander, via the 67th Information Operations Wing at Kelly AFB, Texas. The 67th IOW and its squadrons, including Kadena's 390th IS, will report directly to 8th Air Force, a war-fighting numbered air force.

The retreat ceremony was conducted to honor AIA's past accomplishments and to recognize future possibilities.



Members of the 390th IS flag detail were: SSgt. James Wickersham, SSgt. Steve Mallette, TSgt. Rick Cox, A1C Dan Garcia, TSgt. Marc Tabraham and SSgt. Daniel Thompson.

AFTAC welcomes new commander

By SMSgt. Fred Hagans
AFTAC/PA
Patrick AFB, Fla.

Col. Roy E. Horton III assumed command of the Air Force Technical Applications Center, an administratively supported unit of AIA, during a change of command ceremony officiated by Maj. Gen. Bruce Wright, AIA commander, at the center Feb. 8.

Horton takes over from Col. Paul A. Dettmer, who commanded the center since July 27, 2000. Dettmer has been selected for an assignment with United States Air Forces in Europe.

Horton previously served as director of Operations for AFTAC prior to assuming command.

As commander, he will oversee

the world-wide mission of operating the U.S. Atomic Energy Detection System. The USAEDS is a global network of nuclear event detection sensors that record disturbances underground, underwater, in space, or in the atmosphere. The nuclear event detection mission is directly linked to the nuclear treaty monitoring mission which monitors signatory countries' compliance with several nuclear treaties.

Horton is a graduate of Squadron Officer School, Air Command and Staff College, Armed Forces Staff College, and was the National Defense Fellow for the Program in Arms Control Disarmament and International Security at the University of Ill., Champaign-Urbana, Ill.

He received his bachelor of science degree in electrical engineer-



Col. Roy E. Horton III

ing from the University of Southern California, Los Angeles, Calif., in 1979, and earned a masters degree in strategic intelligence from the Defense Intelligence College, Washington, D.C., in 1990.

Fort Meade NCO is first to reenlist



photo by MSgt. Rick Corral

TSgt. David L. Gast repeats the reenlistment oath given by Lt. Col. Paul Gifford, 70th Intelligence Wing director of operations, at the same moment that AIA was holding the ACC integration ceremony in San Antonio.

TSgt. David L. Gast repeats the reenlistment oath given by Lt. Col. Paul Gifford, 70th Intelligence Wing director of operations, in a ceremony at Vigilance Park, Fort Meade, Md., Feb. 1.

Gast, assigned to the 70th IW, took the oath at the same moment the Air Intelligence Agency was being integrated into the Air Combat Command in a ceremony at Kelly AFB, Texas.

He wanted to set the milestone of being the first AIA member to reenlist under ACC.

"It was almost 10 years to the day that I left the Tactical Air Command," Gast said. "It just worked out that the timing of my reenlistment coincided with the integration. It's going to be great working in this type of environment again. To have the chance to be put into a leadership position and mentor the many young people here is part of why I decided to sign on for more."



NAIC mission: 10 Years after Cold War

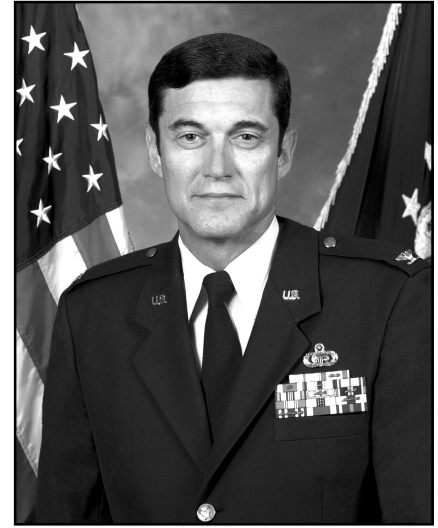
*By Col. Steven Capenos
NAIC commander
Wright Patterson AFB, Ohio*

The legacy of over 80 years of scientific and technical intelligence excellence is at the very heart of the National Air Intelligence Center (NAIC) today. The unit's heritage dates back to the First World War and its existence as a center to 1951. As Air Technical Intelligence Center, and later as Foreign Technology Division, our unit provided critical intelligence support throughout the Korean War, the Cold War, the Vietnam War and Desert Storm. This support continues today, under the name NAIC, which more properly reflects the Center's national level responsibilities.

As we enter the 21st Century, NAIC embarks upon a whole new and exciting phase of contributing to our national security. The center, still subordinate to the Air Intelligence Agency, became part of Air Combat Command Feb. 1. In the new millennium, information warfare will be increasingly critical to warfighting and mission success. NAIC's move under ACC places some of the nation's most potent information weapons under the command of the Air Force's operational warfighters, while continuing the essential intelligence support that policy making, force modernization, and non-Air Force customers depend upon.

This "weaponization" of NAIC will better enable our nation to shape foreign policy and actions, deter aggression, and failing that, to so dominate the battlefield as to ensure total success. All of these depend upon detailed knowledge of potential threats to our national security. NAIC analysts are dedicated to discovering such threat knowledge every day.

The tremendous in-house capability to uniquely generate such threat knowledge truly makes NAIC a precious national treasure. This knowledge covers foreign aircraft, spacecraft, and ballistic missiles, and their related weaponry, electronics, subsystems, and technologies. It also includes aerospace related aspects of information operations, integrated air defenses, future forces, and doctrine and tactics. This is backed by wide ranging, in-depth expertise in measurement and signatures, imagery and literature intelligence. NAIC also possesses state of the art threat modeling and simulation capabilities and a one-of-a-kind foreign materiel exploitation facility to study foreign aircraft and missiles.



*Col. Steven R. Capenos
NAIC commander*

Without a doubt, people are the most important asset that NAIC brings to our nation's defense. NAIC provides highly trained and experienced technical experts who draw upon all available information to create the absolute best "all-source" intelligence in a timely manner. As our nation enters the 21st century, the need for tailored aerospace intelligence will increase, and evolve to new areas like

information operations. In a changing world, NAIC has provided intelligence that our customers have trusted for decades, and its realignment under ACC will greatly further this tradition to America's information warriors of today and tomorrow.



381st IS gets creative during Combined Federal Campaign

By 2nd Lt. Lindsey Bowers
381st IS
Elmendorf AFB, Alaska

When the 381st sets out to accomplish something, they go all out...and the Combined Federal Campaign is no exception. The unit set a goal to raise \$11,000 for the CFC—and blew that figure out of the water!

Raising almost \$14,000, the unit not only surpassed their self-set goal, but also led all other Elmendorf AFB units during the campaign.

At the beginning of the campaign, the base published suggested goals for each participating unit. The monetary goals were based on the number of personnel in the unit, and the amount contributed to the campaign the previous year. The published goal by Elmendorf AFB for the

381st IS was \$9,906.75.

The 381st team got together and decided to boost their goal up to \$11,000. To achieve this goal the squadron would need to devise a super-creative fund-raising strategy.

To kick-off the CFC, the members of the 381st IS held a pancake breakfast. It was a donations only breakfast, which brought in a great deal of money at the beginning of the campaign. Lt. Col. Mike Phillips, 381st commander, along with squadron members served up the pancakes.

To raise awareness for CFC and the many organizations involved, speakers from the Red Cross, and a local children's shelter spoke to squadron members.

"Their views provided members of the 381st with real-world scenarios where CFC had a major impact," 2nd Lt. Ryan Bowers, campaign coordinator, said.

Later, unit members jockeyed for a chance to park a bit closer to the front door. Chances were sold for \$1, with the winners receiving the special privilege of using the unit's key personnel parking spaces for a two-week period.

The biggest event of all was the "pie-in-the-face" contest. A time for retribution, subordinates raised money for



An unidentified 381st member sports a little pie on his face during the pie-in-the-face contest to benefit CFC.



SSgt. Chad Griffith gets ready for a pie-in-the face.

the opportunity to smash a pie in their favorite supervisor's face.

"It was sweet revenge," SSgt. Dawn Batson, campaign co-coordinator, said. All in the name of good fun, this event raised more than \$800.

"This was an awesome effort," Phillips said. "Our folks stepped up to the challenge, as usual."

If a teamwork and a people-first focus is the winning combination you're looking for...look no further than the 381st Intelligence Squadron. But the real winners are the deserving people who will benefit from the Combined Federal Campaign nationwide.



Year's first Blue Flag hosted by 'Mighty Eighth'

*By MSgt. Rick DelaHaya
8th Air Force/PA
Barksdale AFB, La.*

The Mighty Eighth hosted more than 750 people who converged on the Readiness Training and Operations Center for Blue Flag 01-2, which ran from Jan. 31 to Feb. 9.

The first exercise of the year to be held at the RTOC, Blue Flag is an Air Force wargame conducted to sharpen the war-fighting skills of commanders, their staff, and coalition forces, giving them valuable hands-on experience through simulation before they have to make decisions in an actual war. The goal is to train numbered air force staffs so they can immediately direct aerospace operations during the critical first days of a real engagement.

"This was extremely important training for us," said Air Commodore Nigel Maddox, Royal Air Force. "Every country has unique ways of accomplishing the same mission. Here, we were able to work together and build strong relationships and work as a coalition. What we practiced here is the future of air campaigns." Maddox played the role of deputy combined forces air component commander.

Culminating six months of planning, the exercise was held at the RTOC, which houses the air operations center, and is capable of supporting 3,000 sorties, 1,200 people, 24 hours a day, seven days-a-week. It is essentially the hub for all planning and execution of the aerospace operations that support a joint campaign. This "war room" plans and directs joint air operations using the Combat Air Forces as well as intelligence, surveillance and reconnaissance systems, and capabilities for agile

combat support and time-critical targeting.

In addition, Eighth Air Force exercised the Air Force part of the joint campaign. Separate from the AOC, this staff runs the sustainment portion of the fight, ensures all the Air Force units have the people and equipment they need to execute their mission. The cross-functional battlestaff operating out of the 8th AF headquarters building.

"It was a big learning process for all of us. This is only the second time the Air Forces Forward support portion has been in a Blue Flag," said Col. Michael Reese, deputy commander of Air Force Forces. "But we made huge strides in getting our arms around AFFOR and learning the best way to support the aerospace operations."

Each Blue Flag exercise begins the same way—with four days of academic and seminar training, focusing on the skills needed to man a fully-functioning air operations center provided by the Professional Control Force from the Air Force Command and Control Training and Innovation Group, Hurlburt Field, Fla.

This is followed by a five-day exercise using realistic, friendly and enemy orders of battle, contingency and war plans, and theater procedures in a simulated military operation. The participants are given maximum flexibility to manage friendly forces and to influence the battle outcome.

Among those units that participated in the exercise included not only members of Eighth Air Force, but also from Eighth Air Force's newest units, the 67th Information Operations Wing, Kelly Air Force Base, Texas, and 70th Intelligence Wing, Fort Meade, Md., which realigned under the "Mighty

Eighth" February 1.

"We've been a part of Eighth Air Force for a week now, and right out of the box, we are integrating information operations capabilities into the Combat Air Forces," said Maj. Gen. Bruce Wright, Eighth Air Force deputy commander for Information Operations. "This is some of the best training I've seen for our intelligence community, and we're learning how to improve our capabilities and how to support other combat warriors. Bottom line ... we were able to show what we bring to the fight by providing decisive and timely intelligence capabilities to the warfighting community."

Other exercise participants included the 1st Battlefield Coordination Detachment from Fort Bragg, N.C.; Royal Australian, Canadian and Royal Air Force members; and augmentees from 9th Air Force, Shaw AFB, S.C. and 12th Air Force, Davis Monthan AFB, Ariz. The AFC2TIG, and members from various other Navy, Marine and Air Force units throughout the United States also took part in the exercise.

This Blue Flag also marked the first time that the mobility, deployment and criteria for set-up of an air operations center personnel and equipment were assessed and validated by the Air Combat Command Inspector General Team. While under the watchful eye of the inspection team, the focus was on the processes and not the AOC.

"We've done Blue Flags and AOC operations for years, and done it well," said Lt. Gen. Tom Keck, Eighth Air Force commander. "But now that the AOC is an official weapon system, we need to standardize how we deploy, emphasize horizontal and

vertical communication, and make sure we're doing it right."

The assessment was also new to the IG. The team of a dozen inspectors for the first phase had little experience with the unique requirements and procedures of an AOC.

"Inspecting at the operational level of warfighting is more complex and challenging than the tactical level at which wings operate," said Col. Stoney Sloan, IG team chief. "The basics of deploying stay the same though...pallet building, processing lines and all. Eighth Air Force was more prepared and performed better than some wings that have been doing inspections for a long time."

Also practiced during the final two days of the exercise was a test in the reduction of core personnel required to man the Air Operations

Center, going from 441 to 350 operators. Under the Quick Response Package, or QRP, this number would more accurately reflect the number of people required to plan and conduct aerospace operations to support the joint campaign. The idea behind the assessment was to estimate the manning levels necessary to conduct operations.

"This assessment was two-fold," said Col. Charles McGuirk Jr., AOC director and 608th Air Operations Group commander. "First, we wanted to identify the core functions in the AOC weapon systems that we needed to train, evaluate and qualify during war and contingencies. Second, we tried to identify those positions that technology had given us the leverage to reduce. While we still accomplished the mission, we found out that there

were still some areas that were not sized correctly. And that's what an assessment is all about."

During the 10-day exercise and the computer-simulated warfare, operators were able to hone skills and draw on experiences from past operations while working to provide a better future.

"This complex exercise showcased all the hard work and dedication that is shown by members of the 'Mighty Eighth' throughout the year," said Keck. "We're laying the ground work for the way U.S. and coalition countries will fight wars. I'm proud of the great strides we've made here the past 10 days...we have set the bar high and will apply lessons learned to our next exercise, Roving Sands, a joint exercise of equal magnitude, in June."

97th IS helps family in need

*By SrA. Colleen Bernal
55th Wing Public Affairs
Offutt AFB, Neb.*

Each year the 97th Intelligence Squadron Unit Advisory Council and squadron members raise money for their Christmas party and provide Christmas gifts as door prizes.

The spirit of giving was in the air at Christmastime when things turned out differently than planned.

After each attendee had received a gift, partygoers unanimously agreed to donate the one door prize still left, a 19-inch color television, to the squadron's adopted family whose apartment and belongings perished in a fire Nov. 30.

This one decision resulted in more donations. "People collectively began to consider whether or not they really needed the gifts they had won through the raffle," said SrA. Tanya

Thieme, 97th IS cryptologic linguist and Christmas party coordinator.

"My table became more and more filled," she said. "We got dishes, a VCR, a folding chair, a compact disc player and a tape recorder."

Two days prior to the annual event Thieme called the Omaha Salvation Army on behalf of the squadron to participate in the annual adopt-a-family program.

At the time, the Omaha Salvation Army had no families left for "adoption," but they had received an 11th hour call.

A fire left an Omaha woman, her 16-year-old son and 14-year-old daughter with nothing but a \$2,500 insurance deductible owed to the landlord because they had no renter's insurance.

"We were hoping the squadron could help the family, but we never expected the kind of help they gave," said Barb Johnson, Salvation Army program resource coordinator.

Many additional donations from squadron members were given, such as a couch and love seat donated by a 97th IS member that was PCSing, who planned to sell the set. Another 97th IS member donated a microwave.

Money donations from squadron members and the UAC totaling \$500 provided Christmas gifts for the two children and their mom.

Once the collections finished, five members of the 97th IS showed up on the family's doorstep Dec. 20.

The gifts filled one oversized pick-up truck and a few boxes in the bed of another.

"After the mom opened the door she was happy, and probably relieved, to see us," Thieme said. "However, she didn't realize we had so much because it took us a little while to bring everything up on the apartment's elevator.

"Once she realized all that we had, she just broke down crying," Thieme said.



97th IS to nearly double by 2005

*By 1st Lt. Travis Tougaw
55th Wing Public Affairs
Offutt AFB, Neb.*

The 97th Intelligence Squadron will nearly double in size during the next five years because of changes to its mission, the Air Force and the 55th Wing.

Beginning this year the squadron will become the Air Force's focal point for all Rivet Joint linguists receiving initial aircraft qualification. This change in training will cause one of the biggest jumps in numbers for the squadron.

The changes will help the 97th IS continue to provide maintenance and linguist support to the RC-135 fleet in an expeditionary aerospace force environment.

"The RC-135 is the nation's primary reconnaissance platform supporting our theater commanders daily around the world, and our superior professionals provide critical skills to accomplish our missions," Lt. Col. Kerry Taylor, 97th IS commander, said. "These changes will enhance our ability to provide critical information operations products to our theater commanders."

Currently, all RC-135 linguists attend the Defense Language Institute in Monterey, Calif., with follow-on technical training at Goodfellow AFB, Texas, and the Air Force's Survival School at Fairchild AFB, Wash. After this training the linguists PCS to Offutt; Kadena AB, Japan; or RAF Mildenhall, England. Once at their respective squadrons, the new linguists spend months in on-the-job training before becoming fully qualified on the RC-135.

However, within a few months, the RC-135 linguists will PCS to the 97th IS after Goodfellow.

Centralizing the training will ensure all students receive similar

training before reporting to their squadrons and will reduce the overall time and costs associated with their training.

The training will take place in the squadron's Airborne Training Center and will include time on the Rivet Joint Mission Trainer, Field Exportable Training System, and the Ground Data Processing System.

"The ATC training complements the time students spend training in the air, and that allows us to get more training done without having to use more valuable flying hours," Capt. Lori Calabrese, squadron future requirements coordinator, said.

In addition to the change in training, RC-135 airborne linguists can look forward to a change in their Air Force specialty code. This spring they will convert to the aircrew 1A8 AFSC and be eligible for enlisted flight pay. Patterned after the officers' Aviation Career Incentive Pay Program, Career Enlisted Flight Incentive Pay is paid continuously, even when the member is performing non-flying duties. Like the officers' incentive pay, CEFIP is based on individual years of aviation service and meeting flying-hour criteria.

The squadron will also gain people from an Air Staff initiative to balance overseas and stateside bases, bringing an influx of linguists from the 390th Intelligence Squadron at Kadena, and the 488th Intelligence Squadron at Mildenhall.

The squadron gained additional billets last year

when the 55th Wing added two RC-135 Rivet Joint aircraft to its fleet. When all changes are complete, more than 300 additional people will be assigned to the squadron.

"The growth of the squadron will affect several areas of Team Offutt, including housing, services, dorms, medical and dental, and personnel affairs," Taylor said. "We couldn't have done this without our great working relationship with the 55th Wing. They have supported these changes from day one. The wing's leadership continually stresses, 'let's make this transition as smooth as possible.' It has worked well so far, and we'll keep working together to get the mission done."



A1C Jason McJimsey, flightline technician, works at a maintenance station onboard a Rivet Joint RC-135 at the 97th Intelligence Squadron at Offutt AFB, Neb.

AIA co-authors accept Premio Alas De Las Americas Award

Two AIA people were presented the Premio Alas De Las Americas Award for the best international article of the Aerospace Power Journal by Air Force Chief of Staff Michael Ryan.

The 1999-2000 recipients were Col. Frank Goldstein, director of AIA's Operations Location-HC at Hurlburt Field, Fla., and Capt. John Muirhead, chief of Psyop Technologies at HQ AIA at Kelly AFB, Texas.

Goldstein and Muirhead wrote the article, *El Aspetto Humano de las Operaciones Especiales* (The Human Side of Special Operations), while Goldstein was the director of the Psychological Operations Division at HQ AIA.

The article has the distinction of being published in 25 countries.

"I'm very pleased," Goldstein said. "Our article tried to show that in today's world, asymmetrical threats are present on every front. What many don't realize is that asymmetrical responses are also available and the value of special operations forces goes well beyond their lethal capabilities."

A few paragraphs from the article follow: *A nation's special operations forces provide its leaders a highly trained, rapidly deployable force that is capable of*

conducting special operations anywhere in the world. In addition, SOF may serve as a force multiplier by supporting and enhancing the capabilities of conventional forces. SOF can also serve as an independent capability that can be applied across the full range of military operations. In fact, in some situations, the political climate may render SOF as the only available military option.

One of the greatest military challenges to any government is to prepare for an uncertain future while operating in an ever-changing present. This challenge takes many forms including regional instability and transnational dangers.

SOF provide unique capabilities to respond to these uncertainties and expand the strategic options available to decision makers. SOF's strength lies in their versatility and adaptability, as well as the success of their highly skilled, relatively small sized teams.

Whether supporting geographic combatant commanders as a strike force, serving ambassadors and their country teams as diplomatic multipliers or participating in a joint training exercise with host nation forces, SOF work effectively within military and civilian cultures to influence conditions favorable to their nation. Around the world, security is increasingly being challenged

in unconventional ways.

A country's SOF have the skills and leadership to meet these challenges. SOF are truly the forces of the future.

Conventional thinking often supports the theory that SOF are trained and equipped solely to carry out the traditional special operations missions. But to effectively meet the challenges presented in this rapidly changing world, all nations need to reconsider this paradigm.

SOF, precisely because of their varied and human-oriented training, are the best force to be deployed for humanitarian efforts, evacuations, partnerships and other non-conventional human-oriented missions. The criteria used for selection and training of SOF – cultural education, language training and diplomacy – are the very basis for the skills that allow effective human to human interaction in the entire spectrum of military action.

It follows that it is the best interest of any country to focus its elite military (SOF) units on the human aspect of operations. There is no such thing as being too human, too supporting of the people one serves or having too much understanding of the human element. In the words of Napoleon, "There are but two powers in the world: the sword and the mind. Invariably, the sword is ... beaten by the mind."

— heritage —

President needs intel

*By Dr. Dennis Casey
HQ AIA/HO
Kelly AFB, Texas*

By late October 1918, following the American offensive in the Argonne Forest, German troops had been pushed back to their own borders, and

their major supply lines to the front had been severed. German military leaders, already struggling painfully with the loss of a generation of young men, now had to confront an invasion of their own country. Wishing to end the carnage, they sought an armistice that would bring an immediate cease-

fire. World War I shuddered to a close like a dying man taking his last breath Nov. 11, 1918.

Even before the signing of the armistice, President Wilson had been articulating a world in which there would be a new international order that would ensure a continued and



Spokesman
AIR INTELLIGENCE AGENCY

— heritage —

stable peace. In his mind, he had to step forward to lead the push for a postwar settlement based upon democratic principles and not selfish and crass nationalism or traditional European power politics. Nearly a year earlier, preparations for such a departure had already begun.

In September 1917, Secretary of War Baker told one of his special assistants, Walter Lippmann, that Colonel House wished to speak with him on a classified matter of considerable importance. House offered the highly regarded young journalist and former associate editor of the *New Republic* a job heading up a new agency.

The objective of the agency was to study the policies of the allies and come up with positions they would likely take in peace negotiations ultimately with the central powers. President Wilson had told House to gather together the necessary specialists to get the job done.

The challenge for the new group was a daunting one, to say the least. For decades, European nations had been making agreements and negotiating treaties around the issues of territorial boundaries and common borders. The war disrupted many of these. Both sides in the war had also negotiated secret treaties in order to form alliances in the event of war. Some of these treaties, such as one between the central powers and Bulgaria, promised money and territory, in this case Serbian Macedonia, in the event of victory. Italy came into the war on the Allied side on the promise, among other things, that she would inherit a share of the defunct Ottoman Empire.

The web of treaties, mostly kept from the public eye, was, when taken together, extensive and terribly complicated, if not outright contradictory. The task thus before Lippmann and his associates would be to learn the specifics of the valid treaties and from that, document the geographic, economic, legal, ethnic, and political positions of those who would be at the eventual peace table. In other words,

the group was to gather a considerable body of basic intelligence the president and his peace commissioners might use in upcoming negotiations at Versailles.

But who would direct this group once assembled? While known and respected by both House and President Wilson, Lippmann was only in his 20s. House named Sidney E. Mezes, his brother-in-law and president of the City College of New York, to manage the group. Lippmann became secretary of the new agency.

Both Mezes and Lippmann received specific instructions from House that under no circumstances whatever was news of the existence of the agency to be made public. The president made sure the agency would not attract any official attention in Washington by paying for it out of his own fund for national security and defense. He further directed that the secret agency not be located in Washington. Its offices were set up in a remote section of the New York Public Library and later quietly relocated to offices owned by the American Geographical Society in New York.

The staff of the new agency came to be called "The Inquiry." It was composed largely of Ivy League college and university professors. Instead of having current expertise in history, geography, economics and modern languages, many hired by the agency were experts in more distant fields of study. Charles H. Haskins had been a professor of medieval history at Harvard, Wallace Notestein taught English at the University of Minnesota, and Samuel Eliot Morrison was an instructor in American history at Harvard. Within the agency, Morrison dealt with Finland and the Baltic States, and Notestein directed his efforts toward Alsace-Lorraine. Others in the agency held specialties more directly related to the issues at hand. Charles Seymour from Yale had written a book entitled *The Diplomatic Background of the War* and understood current European diplomatic topics. Columbia University geologist Douglas W. Johnson worked as a

cartographer for the agency and had served as a liaison officer with the British and French governments.

In approving these appointments, Wilson established the practice of taking scholars out of the classroom and putting them to work on the analysis and production of finished intelligence. In the past, diplomats whose training generally was law had largely done this work.

Thankfully for all concerned, Secretary of State Lansing ensured relations remained cordial and cooperative between the agency and the State Department. As the State Department did not have its own intelligence collection function, possible disagreements over intelligence did not develop. Lansing's overarching influence was a basic factor here, as well. The agency, to an appreciable extent, relied upon information made available by the U.S. Army Military Intelligence Section. It also used the National Geographic Society, the Carnegie Institute and a host of American corporations engaged in overseas business, such as Standard Oil.

Occasionally, the agency went considerably beyond the bounds of its charter and collected intelligence outside the United States. James Abbott, a zoologist employed by the Military Intelligence Section, was sent to Japan to gather information about Japanese businesses and the influence businessmen had on their nation's foreign policy.

Archibald Coolidge, who headed the agency's Eastern European Division, went on a secret mission to Scandinavia to gather German publications. Carl Blegen collected intelligence for the agency in Greece disguised as a Red Cross official. In these instances, the new agency went past their line of responsibility and actively pursued activities outside the domestic boundaries of the United States.

In November 1917, an unexpected event took place that would induce significant strain on those working with Mezes and Lippmann. Once in power, the Bolsheviks published

several secret treaties the czar had signed with the allies. The Bolsheviks intended to embarrass the allies, and they did. From the released documents, the war appeared to have been motivated by a desire for land. This was substantially different than the rhetoric President Wilson had used in selling participation in the war to the American people. What the czarist documents said was a far cry from a crusade to preserve democracy that had echoed from the president's speeches. In the United States, the documents fueled the antiwar fires and certainly worked against support for the war. President Wilson found himself and his administration in need of making a definitive policy statement about the war as soon as possible.

Not even two months after its establishment, the secret agency received orders from House to put together America's plan for peace. The time constraint was so tight that a full staff could not even be summoned. House's order had said "immediately."

Lippmann, Mezes, Isaiah Brown and David Miller decided to carry out the project.

The team of four used demographic and economic statistics, maps, and studies of European politics to refashion the frontiers of Europe in accordance with President Wilson's rather inadequately defined concept of self-determination. The team presented their findings to House Dec. 22, and the president saw it on Christmas day. House returned the report for some revisions, and these were completed and returned to the president Jan. 4, 1918.

President Wilson appeared before a joint session of Congress and announced what soon came to be known as the Fourteen Points Jan. 8, 1918. The announcement first contained the president's proposals for adjusting the postwar boundaries of Europe and establishing new nations from the Austro-Hungarian and Ottoman Empires.

Here, the guiding principle was

self-determination. Many of these proposals came directly from the committee of four who submitted the report. Next, the Fourteen Points included several general principles Wilson felt should govern international conduct in the future. These included freedom of the seas, open covenants instead of secret treaties, arms reductions, free trade and the impartial mediation of colonial claims. Lastly, President Wilson called for a League of Nations that could resolve future disputes between nations peacefully. He envisioned a new international order.

Lippmann and his three compatriots rose to the occasion of a politically driven emergency and produced a truly inspirational report. It was not, however, based upon a systematic analysis of the available information and then channeled after careful analysis and systematic critique into intelligence reports. Before the president announced his intention to go to Europe, it became obvious the group would be needed overseas as a source of intelligence. The group could interact with its European counterparts and thus serve this function.

On Nov. 29, President Wilson announced who the peace commissioners were that would accompany him to France: House, Secretary Lansing, General Tasker H. Bliss and Henry White, a career diplomat and the only Republican on the trip. Conspicuously absent was Henry Cabot Lodge, Chairman of the Senate Foreign Relations Committee. Some members of the agency were asked to join the staff who would accompany the president.

Once in Paris, former agency employees formed the Division of Political and Territorial Intelligence of the American Peace Commission. Colonel Van Deman, already in Europe, was placed in charge of counterespionage. Captain Herbert O. Yardley was charged with setting up secure communications with Washington. To assist the American commission further, a team called the Division

of Current Diplomatic and Political Correspondence was added. Their function was to gather current intelligence.

The small staff included a young Foreign Service officer in charge of Austria-Hungary and the Balkans, named Allen W. Dulles, who would later become a major player in American intelligence. His brother, John Foster Dulles, was also present and an officer in the State Department. He would become Secretary of State in the Eisenhower administration. The American peace team in Paris included a wide range of talent with a substantial base of data that could be used in negotiations.

Those in Europe from "The Inquiry" were generally charged with overseeing the 2,000 studies and the collection of maps that had been brought along by the peace commissioners.

In Paris, the academicians hired by House, Lippmann and Mezes soon clashed professionally with the old hands from the State Department. In time, many of the academics felt the diplomats ignored the carefully researched recommendations and position papers they had prepared.

Certainly, the rush of current political concerns kept President Wilson from making full use of the experts present. Many came home discouraged, questioning why they had gone to Europe in the first place.

Still, this effort was significant, for the Lippmann team represented the first time an American agency had been charged with the production of national intelligence.

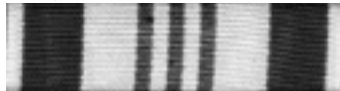
With the conclusion of the peace conference at Versailles, the professors went back to their academic positions. The first structure for national-level intelligence was dissolved. The eagerness to get home won out over all other objectives, or so it seemed.



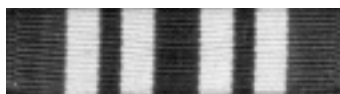
DECORATIONS



Meritorious Service Medal
324th IS
MSgt. John Lorman



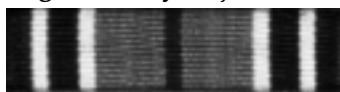
Defense Meritorious Service Medal
Det. 5, 544th IOG
Maj. James Sires



Joint Service Commendation Medal
324th IS
SrA. Stefan Giggey
SSgt. Dieu Andrews
SSgt. William Davies
SSgt. Brian Gross
SSgt. Richard Haight
SSgt. Reuben Menefee
SSgt. Robert Nickell Jr.
TSgt. Daniel Strang

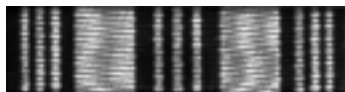


Air Force Commendation Medal
453rd EWS
SSgt. Anthony Kujak



Joint Service Achievement Medal
324th IS
SrA. Leigh Bone
SrA. Leigh Costa
SrA. Ethan LaChance
SrA. Latoya Mitchell
SSgt. Vernon Bolt
SSgt. Paul Mackey

485th IS
SrA. Dawn Carter



Air Force Achievement Medal
324th IS
TSgt. Tracy McConner

453rd EWS
SrA. Valerie Morrow
A1C Michael Pennington

94th IS
A1C Eric Lippold
A1C Charles Rombough
SrA. Michael Harcarik
SrA. Vincent Ragozzino
SrA. Sara Schleicher
SSgt. Michael Curtis
TSgt. Mitchell Ross

25th IOS
SSgt. Michael Goodman
Capt. Timothy Sipowicz



Air Force Good Conduct Medal
324th IS
SrA. Dawn Jeanquart
SrA. Jeremy Rice
SrA. William Stewart

QUARTERLY AWARDS

European Technical Center Junior Servicemember
SSgt. Randall Kintner

European Technical Center Senior Servicemember
TSgt. Oscar Cantu

453rd Electronic Warfare Squadron Airman
SrA. Choe McClain

453rd Electronic Warfare Squadron NCO
SSgt. Vanessa Eck

453rd Electronic Warfare Squadron SNCO
MSgt. Marguerite Provencher

453rd Electronic Warfare Squadron CGO
1st Lt. Brendan Casey

AFIWC Airman
SrA. Marcia Gomez

AFIWC NCO
SSgt. Mary Kelley

AFIWC SNCO
MSgt. David Grubbs

AFIWC CGO
1st Lt. Jeremy Haas

318th IOG Information Manager
SSgt. Christina Davis

70th IW Airman
SrA. Alissa McDonnell
Det. 2, 18th IS

70th IW NCO
SSgt. Michael Quinlan
390th IS

70th IW SNCO
MSgt. Philip Delara
451st IOS

70th IW CGO
Capt. Tara Muehe
25th IOS

70th IW Jr. Technician
SrA. Philip Kline
488th IS

70th IW Sr. Technician
SSgt. Andrew Morgan
Det. 460

692nd IOG Communications and Information 3A Airman
SrA. Jeffrey Moore
324th IS

ANNUAL AWARDS

453rd Electronic Warfare Squadron Airman
SrA. Choe McClain

453rd Electronic Warfare Squadron NCO
SSgt. Adam Clifton

453rd Electronic Warfare Squadron SNCO
MSgt. Marguerite Provencher

453rd Electronic Warfare Squadron CGO
1st Lt. Brendan Casey

92nd IWAS NCO
SSgt. Thomas Flom

92nd IWAS SNCO
MSgt. Dan Wilkinson

92nd IWAS CGO
Capt. Jason Lamont

AFIWC Airman
SrA. Marcia Gomez

AFIWC NCO
TSgt. Karen Zabel

AFIWC SNCO
MSgt. Michael Moore

AFIWC CGO
Capt. Ian Schneller

23rd IOS Airman
SrA. Marcia Gomez

23rd IOS NCO
SSgt. John Harbaugh

23rd IOS SNCO
MSgt. Kevin Burke

23rd IOS CGO
Capt. Christopher Fogle

318th IOG AF Intel Award
SSgt. John Harbaugh

318th IOG Communications and Information Professional Award
Capt. Christopher Fogle

70th IW Airman
A1C Matthew Blanton
426th IOS

70th IW NCO
SSgt. Misty Deremer
 303rd IS

70th IW SNCO
MSgt. David Michaud
 324th IS

70th IW CGO
Capt. Todd Berrier
 488th IS

70th IW Jr. Technician
SrA. Erik Barnes
 20th IS

70th IW Sr. Technician
TSgt. David Melton
 Det. 419

70th IW First Sergeant
MSgt. Bryan Rainery
 485th IS

70th IW Jr. Civilian
Sheila Weiss
 381st IS

70th IW Intermediate Civilian
Ronald Coleman
 20th IS

70th IW Sr. Civilian
William Warren
 566th IOS

301st IS Airman
SrA. Joseph M. Tuck

301st IS NCO
TSgt. Paul D. Brown

301st IS SNCO
MSgt. Jimmy E. Joiner Jr.

301st IS CGO
1st Lt. Angela Merry

SPECIAL RECOGNITION

*Department of the Air Force
 special recognition for a Special
 Act or Service*

Mr. Timothy McGlynn
 324th IS

*2001 Air Force Worldwide
 Talent Competition selectee*
SrA. Maha Salamah
 324th IS

ARRIVALS

Beale AFB, Calif.
AB Lataraneshia Williams
A1C Seth Mckiness
A1C Matthew Porter
TSgt. Chad Blank
TSgt. William Rumbaugh

Brooks AFB, Texas
AB Hytham Elsaleh
AB Nicholas Jackson

Davis-Monthan AFB, Ariz.
SSgt. Victor Willmon

Denver City, Colo.
AB Crystal Mcentire
AB Michelle Sykes
SSgt. Donald Brown III

Fort George Meade, Md.
AB Matthew Williams
Amn. Kyle Scheese
A1C Candice Carpenter
A1C Theresa Eckard
A1C Paul Farr
A1C David Londono
A1C Ryan McCormick
A1C Collin Ossiander
A1C Ryan Regan
A1C Tighe Smith
A1C April Winsheimer
SrA. Britt Aamodt
SrA. James Caughron
SrA. Joanna Chao
SrA. Robert Gann
SrA. Mohammad Karimi
SrA. Danon Middleton
SrA. Daniel Newcomer
SrA. Myisha Tarpley
SSgt. Jason Antwine

SSgt. Latonia Antwine
SSgt. Charles Belew
SSgt. John Garcia
SSgt. Jennifer Jeske
SSgt. Celeste Lynch
SSgt. Larry Moore
SSgt. Matthew Steffler
MSgt. Eric Clements
2nd Lt. Aaron Goodwin
Capt. Suze Charles
Lt. Col. James Marrs

Fort Gordon, Ga.
A1C Kathy Bielik
A1C Guinevere Davison
A1C Jessica Ruppert
SrA. Mark Wagner

Holloman AFB, N.M.
SrA. Michael Morris
SSgt. Teddy Dingess

Hurlburt Field, Fla.
SSgt. Rolando Ortiz
TSgt. Glen Gallegos
Capt. Dane Gibson

Kelly AFB, Texas
AB Chenée Cary
AB Shannon Mccarty
Amn. Shannon Odonnell
A1C Shalene Cooper
A1C Shelly Dyess
A1C Corinna Gann
A1C Deeanne Guartuche
A1C Marshall Hackett II
A1C James Johnson
A1C Ty Jones
A1C Ednerson Joseph
A1C Jennifer Kaye
A1C Stephanie Kolb
A1C Christina Mccully
A1C David Moore
A1C Vincent Puccinelli
A1C Faith Reed
A1C Richard Reyes
A1C Roxanne Robledo
A1C Christina Rodriguez
A1C Jaime Rodriguez
A1C Vanessa Simmons
A1C Corey Smith
A1C Gary Smith
A1C Michael Steward
A1C Frank Triola
A1C Jody Williams
SrA. Lisa Bailey

SrA. Daniel Gonzalez III
SSgt. Alan Bardsley
SSgt. Paul Greco IV
TSgt. Lee Flowe
TSgt. Stephen Rice
TSgt. Thomas Zschokke
1st Lt. Beryl Carpenter
1st Lt. Heather Wyatt
Capt. Phillip Callahan

Langley AFB, Va.
Amn. Paul Wildenhain
A1C John Gaughan
SrA. Jonathan Lay
SSgt. Annalyn Adriano
TSgt. Sheridan Harder
Capt. Hermon Armstrong Jr.
Capt. Kristofer Gifford

Offutt AFB, Neb.
A1C Robert Aldridge
A1C Sadie Renander
SrA. Dawn Allen
SrA. Margarita Toledo
SSgt. Pamela Burnley
SSgt. Charles Duffield
TSgt. James Forrest
TSgt. Mary Slack

Pentagon, D.C.
SSgt. Lela Hartman
SSgt. Adrian Mclendon
TSgt. Thomas Lecuyer

Wright Patterson AFB, Ohio
SSgt. Richard Berner
SSgt. Roxanne Krebs
CMSgt. Michael Lewis

Patrick AFB, Fla.
A1C Nicholas Kappel
A1C William Pitts
TSgt. Jeffrey Albert
TSgt. Jerry Boyd II
Capt. Jason Roberson

RETIREMENTS

Beale AFB, Calif.
MSgt. Teresa Fischer

Bolling AFB, D.C.
MSgt. Raymond Berry

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